

ARMY HOST



*Club and Community Activities
Management Directorate, TAGO
Vol. VIII, No. 4 Nov./Dec. 1981*

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Fourth quarter and FY 1981 operating results

Food sales up, food net income \$3.63 million.

WASHINGTON—During the fourth quarter FY 1981, Army membership clubs had total revenue of \$67.33 million, an eight percent or \$5.15 million increase from 1980. Sales increased nine percent from \$44.47 million in FY 1980 to \$48.69 million in 1981.

Net income was \$4.58 million (6.8 percent of revenue) compared to \$4.74 million (7.6 percent of revenue) in the fourth quarter 1980. This three percent net income decrease, the first such decrease in recent years, was caused primarily by decreases in interest income from investments and increases in distribution of package store profits to the installation morale support funds for other morale, welfare and recreation activities. The net income decline would have been much greater were it not for a \$933,000 increase in club food net income. Club food operations in the fourth quarter realized a \$577,000 net income compared to a \$357,000 loss in the same 1980 quarter.

For the entire FY 1981, membership clubs had a total revenue of \$256.81 million, a seven percent or \$17.18 million increase from 1980. Sales increased seven percent from \$174.55 million in FY 1980 to \$187.45 million in FY 1981. Net income was \$21.34 million (8.3 percent of revenue) compared to \$18.25 million (7.6 percent of revenue) in FY 1980, a 17 percent increase. The most notable progress for the year was in food operations which realized a \$3.63 million net income (four percent of sales) compared to net income of \$73,097 (.1 percent of sales) in 1980.

The membership club net income was achieved even though there was a 45 percent increase in net income distributed from club system-operated package stores to installation morale support funds for MWR activities other than clubs. These package stores realized a 10 percent increase in net income to \$18.59 million during FY 1981. They distributed \$6.47 million to morale support funds compared to \$4.47 million FY 1980 distribution. Package

stores retained \$2.37 million for capitalization in FY 1981. FY 1981 package store total revenue was \$115.94 million, a nine percent increase from FY 1980 when revenue was \$106.76 million.

During the fourth quarter FY 1981, package beverage stores increased revenue eight percent to \$28.89 million compared to the same FY 1980 quarter. Net income was \$4.48 million compared to \$4.07 million during the fourth quarter FY 1980.

USAREUR new and renovated clubs

FRANKFURT, WEST GERMANY—There are 51 active projects to improve club facilities in US Army, Europe with several others being planned by club managers and facility experts at the European Regional Office Club and Community Activities Management Directorate, TAGO.

MAJ Paul Herrick, Chief of the Regional Office's Facility Design Branch said that new community clubs are planned at Fulda and Nuernberg and NCO/enlisted clubs are planned for Heidelberg, Kaiserslautern and Mainz. A new NCO club is planned for Goepingen.

Renovation projects were completed in Fiscal Year 1981 at Bremerhaven's Northern Light NCO Club, a NCO Club at Hanau, the Heidelberg Patrick Henry Village Officers' Club, the Cadueces Club in Kaiserslautern, the Nuernberg Kalb Officers' Club, the Camp Darby, Italy Officers' Club, the Cakmakli, Turkey NCO Club and an

enlisted club at Harvey Barracks in Wuerzburg.

Renovations under way include the Aschaffenburg Officers' Club, the Bremerhaven Soegel NCO Club, Frankfurt's Topper and Drake clubs, community clubs at McCully Barracks and Finthen in Mainz, and the Zweibrucken Missau NCO Club.

Carroll Winners

Award

WASHINGTON—The Army announced the winners of the 1981 James A. Carroll, Jr. Award for Excellence in Club Management. They are: **CW2 Edward L. Hoover**, Officers' Club Operations Manager, Fort Myer, VA; **MSG Billy J. Drake**, NCO/Enlisted Branch Manager, Taegu Area Club System, South Korea; and **Albert H. Welshans**, Officers' Club Manager, Fort McNair, Washington, D.C. Details in next issue.



Finance

Appropriated fund application in support of MWR

WASHINGTON—Use of authorized appropriated funds was strongly endorsed at the October meeting of the Morale, Welfare and Recreation Review committee meeting which adopted a number of programs toward this objective.

TAGO resource managers say the objective is to fully fund specific programs such as libraries and sports with appropriated funds so that nonappropriated funds can be used for those NAF major construction prospects where appropriated funds are not authorized.

The officials pointed to an example where NAF paid \$4 million to support Army morale support libraries in Fiscal Year 1980 which should have been funded from appropriated funds. Had the appropriated funds been spent, NAF could have been used to build six youth activity centers or CONUS auto self-help garages which are authorized to be constructed only with NAF.

A primary concern is when staffing, authorized to be paid from appropriated funds is paid with NAF because manpower reductions have forced use of NAF personnel. In these cases, if NAF is not used, services could be severely reduced or closed.

Officials at TAGO's Resource Management Directorate recognized that

NAF personnel must continue to provide such services and have provided the procedures to transfer appropriated funds to NAFIs for the appropriated fund payment of services via HQDA Message 232100Z Oct 81, subject: Providing Appropriated Fund Support to NAFIs—Fund Transfer Procedures.

The officials said that application of more appropriated funds by this procedure and others will help apply more NAF against the MWR facilities backlog.

They pointed to other MWRRC initiatives designed to apply more appropriated funds to MWR programs and facilities:

- The Fiscal Year 1982 Program Budget Guidance will establish the objective of total appropriated funds for libraries and physical activities. This objective will be mandatory for Fiscal Year 1983 and NAF will not be used. Guidance in the message referenced above should help in meeting this objective.

- Major commands will operate category III (morale support) operating Programs (See AR 210-55) on a self-sustaining basis using only authorized appropriated and locally generated non-appropriated funds. Department of the Army will no longer provide AAFES

dividends to fund day-to-day operations. Remote and isolated installations with small troop strengths and without sufficient capability to generate sufficient income locally will be handled by exception.

- Fiscal Year 1983 NAF budget requirements procedures will eliminate the year-end fund computation and use cash budgets and cash transfer requests to determine actual cash needs. Thus MACOMs would use only the NAF they actually needed.

- An "S Account" credit system will be mandatory for Fiscal Year 1983 because HQDA does not "fence" MWR funds to major commands. Accordingly, MACOMs will be credited with an "S Account" level and HQDA NAF will not be used to replace appropriated funds which migrate out of the "S Account". Thus, if MACOMs do migrate resources out of the S Account, they will have to reprogram from other sources or generate additional income locally to retain the MWR program they desire.

Fiscal Year 1983 NAF Program Budget Guidance also will eliminate the program guarantee concept and use NAF available at HQDA to fund the backlog of NAF major construction and the capital purchases and minor construction program.

How much is an Army club fund loan worth?

WASHINGTON—The next time you think you have difficulty paying back an Army Club Fund Loan, consider this: A \$2 million interest-free loan paid back in monthly installments over 15 years would be

worth \$5.04 million if you had to pay at today's interest rates, and monthly loan payments would be \$27,992 instead of \$11,111.

That's why officials at the Club

and Community Activities Management Directorate, TAGO urge prompt loan repayments. Without these repayments, the revolving loan program cannot make loans to build or renovate other clubs.

Some CAOs not properly organized

FORT HARRISON, IN—Duplicate payments, late documents, repeated corrections, out of balance ledgers and repeated questions regarding financial statements may indicate poor organization within the central accounting office, according to Army accounting officials.

In the *All Points Bulletin*, issued by the Assistant Comptroller of the Army for Finance and Accounting, 36 percent of CAOs were cited as failing to organize "functionally", that is, having a structured organization with specific tasks assigned such as accounting and

control, pay and examination, and disbursing.

The proper organization procedures are outlined in Chapter 4, AR 37-101. These procedures can help improve the quality and accuracy of financial reports and act as a potential fraud deterrent, according to officials.

Buying and accounting for club uniforms

FRANKFURT, WEST GERMANY—Priorities should be considered when purchasing uniforms for managers, according to officials at the Club and Community Activities Management Directorate European Regional Office.

While uniforms are needed for professional food and beverage presentation, the following factors should be considered before making the purchase:

- Mission-essential requirements should be satisfied before spending money on uniforms.

- Waitresses, bartenders and bus persons should get the uniforms before the managers.

- The uniforms should not be extravagant, have the proper color and style and be easy to maintain.

- Uniforms should be properly accounted for and controlled, with special emphasis on accounting for the uniforms when people leave the club.

- Determine whether the managers should have tuxedos or a blazer with the club logo.



Personnel

8 OOs selected for Sergeants' Major Academy

WASHINGTON—Eight master sergeants holding the OoJ military occupational specialty Club Management have been selected to attend the Sergeants Major Academy.

Dieter Phillipps, Fort Myer, Va. and Edwin Ramseyer assigned to Kaiser-

slautern, West Germany, were selected for Class 20 which begins on August 1982. Kenneth Barnard, Presidio of San Francisco and Robert Burns, Club Management Section MILPERCEN and Ernest Collier, Vicenza, Italy were selected for Class 21 which begins in February 1983.

Alternate selectees were: William Bryant, Fort Benjamin Harrison, Ind., Dennis Hart, Fort Polk, La.; and Christopher Robinson, SHAPE, Belgium. Alternates will be programed for attendance if primary selectees elect not to attend.

15 OOs selected for SGM

WASHINGTON—Fifteen master sergeants holding the military occupational specialty OoJ, Club Management have been selected for promotion to sergeant major.

This year's selection rate of 22.3 percent represents an 11.2 percent increase over 1980, according to officials at the Club Management Section, MILPERCEN.

Kenneth Barnard	Presidio of San Francisco, Calif.
Carl Brumbaugh	New Cumberland Army Depot, Pa.
Ernest Collier	Vicenza, Italy

Jerald Durrance
Jimmie Jenkins
Norman Johnson
Thomas Martone
William Moore
Dieter Phillip
John Reynolds
Christopher Robinson
Kenneth Smith
Ralph Smith
Ramon Torres Martinez
Melvin Wilson

Fort Bliss, Texas
Redstone Arsenal, Ala.
Fort Devens, Mass.
Stuttgart, West Germany
Fort Riley, Kan.
Fort Myer, Va.
Augsburg, West Germany
SHAPE, Belgium
Fort Sam Houston, Texas
Fort Shafter, Hawaii
Fort Buchanan, Puerto Rico
CCAMD, TAGO

Personnel actions

Initial assignments

	Location	Arrival
SGT Diane Rogers	White Sands Missile Range	Apr 82
SGT Edward Prociak	Fort Ritchie	Apr 82
SP5 Steven Wilson	Bamberg	Apr 82
SFC Gene Mullins	Heidelberg	Apr 82
SSG(P) Stephen Gomez	Europe	Apr 82
SFC Clarence Soignet	Goeppingen	Apr 82
SSG Rafael Alverio-Ortiz	Wuerzburg	Apr 82
SP5 Steven Hammett	Fort Campbell	Apr 82
SSG Donald Stoops	Natick Research Labs	Apr 82
SGT Joseph Pellegrini	Europe	Apr 82
SFC Willie Williams	Giessen	Apr 82
SSG Angel Mejias-Flores	Europe	Apr 82
SGT(P) Joselito Bariuad	Mainz	Apr 82
SFC Robert Ketch	Pirmasens	Apr 82
SSG Stevens Wimbs	Europe	Apr 82
SSG Felix Rimando	Augsburg	Apr 82
SSG Ivan Jones	Fort Benning	Apr 82
SSG Robert Garza	Berlin	Apr 82
SSG Philip Gable	Fort Devens	Apr 82
SSG(P) Andrew Snoddy	Fort Richardson	Apr 82

Regular assignments

MSG Salvatore Impollonia	Fort Sam Houston	Dec 81
SFC Robert Thompson	Taegu	Jan 82
SFC John Taylor	Fort Irwin	Jan 82
SSG Richard Owen	Fort Polk	Feb 82
SFC Bruce Pearson	Fort Polk	Feb 82
MSG Louie Robinson	Yongsan	Feb 82
MSG Frank Brown	Taegu	Feb 82
MSG John Foley	Camp Humphrey	Feb 82
SFC Preston Johnson	Fort Bragg	Feb 82
SSG Robert Harrison	Fort Bragg	Feb 82
SFC William Keys	Fort Meade	Feb 82
SSG Terry Poe	Fort Hood	Mar 82

SFC Charles Perry	Fort Hood	Mar 82
SFC Melvin Shiffler	Indiantown Gap	Mar 82
SFC Kenneth Hesson	Presidio of San Francisco	Mar 82
SFC Dietre Rosier	Presidio of San Francisco	Mar 82
SSG William Sprouse	Fort Leonard Wood	Mar 82
SFC James Jeffrey	2d Infantry Division	Apr 82
SFC Jesse Spigner	2d Infantry Division	Apr 82
SFC(P) James Caldwell	2d Infantry Division	Apr 82
MSG(P) Chris Robinson	Fort McPherson	Apr 82
SSG(P) Clarence Scott	Fitzsimmons AMC	Apr 82
SSG(P) Randle Stephen	Fort Leonard Wood	Apr 82
SFC(P) Lawrence Patterson	Fort Wainwright	Apr 82
SSG Willie Clark	Vicenza	Apr 82
SSG Stephen Stacey	Aberdeen Proving Ground	Apr 82
SSG Jimmy Echerty	Fort Benning	May 82
SFC Phillip Rucki	US Army Spt Cmd, Hawaii	May 82
SSG Billy Stepp	Fort Wainwright	May 82
SFC Edward Boda	Vicenza	May 82
SSG George Decker	Fort Polk	May 82
SFC Jose Nieves	Yongsan	June 82
SSG Karl Boff	US Army Spt Cmd, Hawaii	June 82

Officer assignments

MAJ Richard Gates	CCAMD, TAGO	Mar 82
MAJ Cliff Mylett	Fort Sam Houston	Apr 82
MAJ Ed Urban	Military District of Washington	May 82
MAJ Jimmie Roberts	Korea	June 82
2LT Brian Collie	Oakland	Mar 82
2LT John Franz	Germany	Apr 82
CW3 William Hicks	Berlin	Feb 82
CW3 Robert Tarr	Fort Drum	Mar 82
CW3 Doyle Earls	Germany	July 82
WO1 Royce Wise	Fort Monroe	Dec 81
WO1 Arnold Toy	Fort Riley	Feb 82
WO1 Joel Cook	Fort Benjamin Harrison	Feb 82
WO1 Kenneth Allred	Fort Knox	Apr 82

'See ya later, alligator'—fileted!

by Sharon Evenson

FORT POLK, LA—When **SFC Carson Campbell** found out the officers' club here would be one of the first to serve alligator meat in the dining room, he spent a week in the post library reading up on it.

Now, he's got his own special recipe which he refuses to divulge, and a special sauce for the tasty chicken-like morsels.

Campbell is dining room manager at the Officers' Club was transferred to Ft. Polk in July from Bamberg, W. Germany.

"This isn't a job, though," he says of his Chef-ly duties, "it's a hobby."

Though he's been in the Army 13 years, he's considered himself a gourmet cook for 15.

"And by the way," he says, serving up some just-cooked Alligator morsels, "there's absolutely nothing we can't prepare for here—birthdays, weddings, baby showers—you name it, and we can deliver."

Back to the alligator.

"So far as we know, we're the first to serve alligator meat in a club facility like this," says the man who's also cooked and served chocolate covered ants.

Friday evening Campbell served "alligator hors d'oeuvres" to dining room patrons.

He admitted he was a little nervous about acceptance of a creature, the killing of which is only legal in Florida and Louisiana, and in Louisiana now only for the first time in 18 years.

This week he'll serve six ounce filets of alligator, and from there, get as creative as possible.

The meat comes only from the tail part of the alligator which Campbell calls the tenderloin.

During processing, the meat looks a lot like pork. It takes two hours to filet, debone and prepare the reptile for cooking.

"Which is one reason it's an expensive meat, that, and handling and catching the thing . . ." he says.



SFC Carson Campbell, Fort Polk Officers' Club dining room manager, prepares some alligator meat to serve to his interviewers. Before cooking, though, he cleared the kitchen—"I have a secret recipe," he explained. Officers' club diners were served alligator hors d'oeuvres. "Next week—alligator filet mignon," says Campbell grandly. (miller)

Per tail, there are about 18 ounces of tenderloin, and there are four tenderloins. The rest is lean meat for stew and gumbo.

The taste, not "fishy" as one might suspect, is much like that of chicken.

"The more you smack your lips . . . and all chefs will tell you this . . . the more you can taste the true aromas . . . just like wine," he says.

"We have a great team working here, which is why we do so well," plugs Campbell.

"Teddy—just call her Teddy, is the finest hostess—once she knows your name, she'll never forget it. That means a lot to diners.

"Whoever has an idea, we all listen—we just have a great crew of people," adding that Major Thomas S. Lee, the Installation Club Manager makes the whole crew a successful team.

"He'll get right in the middle of

things and cook with us," Campbell remarks.

"He's a pretty good cook too" he allows.

"Sometimes OWC (Officers Wives Club) ladies help us out, too, with recipes."

Along with Officers and their wives, Department of Defense civilians frequent the Officers' Club dining facility.

"And in the evenings, on a la carte night, we have a pastry cart and serve freshly made cakes, pies, pastries. Why, we've had a 70 percent increase in pastry sales," Campbell continues.

"Sure, I love to cook. I love my job, I guess I love people."

"I've always liked a challenge," Campbell says thoughtfully, "and I guess you can't get much more challenging than with an entre of alligator!"

Probably not, SFC Campbell, probably not.



Music copyright claims should be reviewed at DA

WASHINGTON—Some clubs and other community activities are being approached by music associations to pay a licensing fee for the use of re-

corded entertainment selections.

It has been determined that clubs are "non-public" in nature and do not have to pay the licensing fees. If

club managers are approached by music licensing agencies, they could contact **Ron Barnett** at the Club and Community Activities Management Directorate, AUTOVON 221-0702.

Clean bill

SENECA ARMY DEPOT, NY—"Our audit disclosed no conditions that warranted the issuance of a formal report," stated the letter from the US Army Audit Agency.

These words are pursued by managers Army-wide and attained by only a few. They were rendered by AAA auditors looking at the Seneca Army Depot Installation Club System and "reflect most favorably on the good management of the Seneca Army Depot Club System and the sound operating procedures," said **COL Lee C. Dickson**, Director of Club and Community Activities Management.

The Directorate and managers Army-wide have been working with The Inspector General and The Army Audit Agency to reduce the number of recurring club and package store audit deficiencies. Most involve internal control procedures.

Suit filed to close 3 package stores

SAN ANTONIO, TX—Attorneys representing the San Antonio Package Store Association and several San Antonio alcoholic beverage retailers have filed suit in U.S. District Court to close package beverage stores at Fort Sam Houston, Randolph Air Force Base and Lackland Air Force Base.

The suit claims that the Army and Air Force stores "unfairly compete with the

private sector" and "threatens the very existence of the free enterprise system."

The retailers are claiming decreases in sales due to the "subsidized sales well below a fair and competitive market price."

Attorneys have asked for a permanent injunction against the sale of package alcoholic beverages at the three military bases.

Vendor misconduct information

WASHINGTON—The Adjutant General's Office has established a program to exchange information on vendor misconduct and fraud.

TAGO's Club and Community Activities Management Directorate is the Army's point of contact to receive, evaluate and disseminate vendor misconduct information and exchange this information with the other Services.

Vendor misconduct information is gathered from DA agencies and other

Services. It is disseminated in lessons learned format to all Army agencies and activities. Management, contracting and auditing personnel will be able to review the information digest which consists of a statement of the general situation and a description of the specific incident. This will allow them to determine if a similar incident could happen to them. The digest will also include suggestions to detect the incident and preventive measures.

Europe clubs to order foreign beer and soft drinks from brewer

FRANKFURT, WEST GERMANY—Clubs and other morale, welfare and recreation activities will order foreign-made beer and soft drinks directly from brewers instead of through the Exchange Service, according to a recent AAFES announcement.

The USAREUR NAFSAC Central Procurement Activity assumes contracting responsibility from AAFES, Europe phases beginning on November 30 through February 1.

Twenty-three contracts are affected in the first phase and were announced in an AAFES message 06040930Z November 1981, Subject: Purchase of Foreign Beer and Soft Drink Beverages in USA-EUR, Notice No. 82-1.

AAFES officials suggest that managers meet with contractors and discuss continued methods of delivery, receiving report processing, invoice handling, identification of the local paying central accounting division and payment sched-

ules.

When meeting with brewery and bottler representatives, MWR managers should tell them that the discussions are for information only and are not to be considered binding negotiations on the nonappropriated fund instrumentality. Contact NAFSAC at (Civilian) 06134-4977 or (Military) 2356-418/718 or the Club and Community Activities Management Directorate European Regional Office for further information.

Club savings expected as Korea procurement system changes

SEOUL, SOUTH KOREA—Beginning in May 1982, Clubs in Korea will purchase cigarettes and soft drinks from the commissary and beer from the Eighth Army Locker Fund in a move expected to produce considerable club savings.

Clubs now purchase from the Korea Area Exchange under an earlier agreement requiring them to purchase all

beer, soft drinks and cigarettes from the Exchange Service.

The new procedures are expected to save clubs about 25 percent on soft drinks and 40 percent on cigarettes along with \$500,000 on beer since clubs will not be charged the mark-up for exchange procurement.

Beer will be provided through the Far

East Locker Fund to the Eighth Army Locker Fund for distribution to clubs.

When purchasing through the exchanges, clubs pay a near 10 percent mark-up and must project requirements for six-months. Also, a "certificate of nonavailability" was required before they could purchase from sources other than the Exchange Service.

Germans offer recreation services

FRANKFURT, WEST GERMANY—American Forces now can enjoy inexpensive vacations in some of Europe's most attractive resort areas, according

to outdoor recreation officials of 1st Personnel Command.

The *Bundeswehr Sozialwerk e. V.*, the organization which runs the German

Army recreation areas, has invited U.S. military members in Europe to use its campgrounds and nine hotels in Italy, Switzerland, Austria, Holland and Germany.

Renovated club, positive management attitude and CCAMD assistance boost Leavenworth club outlook

FORT LEAVENWORTH, KS—"The hospitality business is the hospitality business. No matter where you are, you have the same basic job of meeting the needs of your customers or members," remarked **MAJ James M. Niemira** upon taking the reins of the club system here.

Niemira has the experience to know what he is talking about. His hospitality jobs have taken him from Iran to Hawaii to Fort Leavenworth. "One of my jobs as ICM is transferring the needs and desires of the members of the Officers' Club and NCO Club into a reality. I try to find out the attitudes of the members by communicating with them. That communication may be through conducting a survey or through personal contact," said the 14-year Army veteran.

"One of the things I have to think about everyday is making the bottom line financially. This is a business and on the 20th of each month I get a report card telling me how well I did."

Niemira's task has been made easier by recent assistance efforts from the Club and Community Activities Management Directorate which spent weeks on-site bringing the club's menu up to par.

The Officers' Club now offers completely revised menus in two dining rooms. The new cuisine is the result of a two-week visit by a technical assistance team from the Club and Community Activities Management Directorate, TAGO.

In addition to designing and promoting the new menus, the five-man assistance team trained the management staff and management on how to implement the menus.

"One of the main things that we had to take into consideration was that this club has to be everything to everyone. It does not have the luxury of specializing, as most civilian restaurants can do," said **Peter Lucey**, senior food and beverage specialist with the assistance team.

"Before we started writing menus, we had to conduct a market analysis of the Leavenworth area. We had to find out what foods were selling around here. So we went and looked at the various fine restaurants around town.

A survey was conducted and the team began to implement a menu to meet preferences.

Vitamin Eye

Lucey and **Phil Ameral**, also of the Directorate, printed up recipes for each dish, plus a listing of garnishes. "While I was training the waiters and waitresses, one of the things I emphasized was 'Vitamin Eye.' The eye appeal of

any item is of crucial importance in pleasing the member. It will be very hard for a customer to enjoy a meal if it is not visually appealing.

Documentor system

"Another part of the training of service staff was teaching them how to use the Documentor, a computerized cash register. This machine not only provides a forecast for food preparation, it can tell who the best waiter or waitress is, based on the number of meals served.

"The Documentor prints out a list of the items that were ordered, which is better for the customer so he or she can read exactly what they are paying for. It is better for the waiter or waitress, showing what should be served. And it is better for the cook, so he'll know what to prepare. Lucey said the assistance effort was a team effort by management and CCAMD to ensure that the community is provided the best club possible.

New club

The 35,000 sq. ft. Officers' Club was recently renovated (see related article in this issue) and should also serve to boost club patronage.

Standardization

MAJ Niemira wants to standardize food, beverages and service in the clubs. "A member has a right to expect the same quality food, beverages and services no matter when he or she comes into the club. These things should be the same high quality no matter what day of the week a member uses the club.

Niemira has been busy during the

transition from his old job to the Leavenworth slot, especially considering having the CCAMD assistance team on-site.

The 35-year-old major has been in the hospitality business since 1973 when he graduated from the Club Management Course.

He served in clubs in Iran during the big build-up of U.S. personnel and said the club situation there was similar to Leavenworth where there are many high-ranking club visitors.

NCO club improvements

Niemira will get some help in this area from **SFC Jim Marshall** who arrived at about the same time as Niemira from club assignment in Neu Ulm, West Germany.

Marshall has a lot of ideas but is actively seeking participation so that he can implement them.

He was encouraged by a Bring Your Boss night where 200 people, including the commander, showed up. He now plans to have bosses night regularly.

The Altoona, Pa. native plans to have a wide screen television and improve food operations. He is going to have a disco on one side of the club and a rock or country band on the other side. He also wants to boost the club's party slate.

Management was assisted by technical experts from the Club and Community Activities Management Directorate. Members sampled the specialty drinks which "sold themselves" because of the way they were prepared and served.

Club opens in Course basement

by **CPT Barry Gangi**

FORT HARRISON—Over 400 people attended ceremonies Dec. 4 marking the opening of the Foxhole NCO Club, in the lower floor of the Club Management Course building here.

Besides serving Fort Ben Harrison club members, the facility will serve as a base for hands-on training of managers attending the Course.

The club features an automated beverage dispensing system which will be used as the primary serving mode. Students will be trained on how to use the automated system as well as the more conventional dispensing methods.

The Fort Harrison Club System was given a grant from the central Army Club Fund to purchase the automated system to train students.

Spud power

CHICAGO—Potatoes with all the trimmings are taking root across the country with the latest being the Potatoe Shack, a restaurant specializing in serving the starchy staple with all of the trimmings.

Menu items range from \$1.49 for the All American (a buttered potato) to the Finland, where \$3.77 gets you a baked potato topped with shrimp and mushrooms in a Newburg sauce. Customers help themselves from a list of toppings that include ham, green beans, meatballs, tomato sauce and grated cheese, chicken, bean sprouts and water chestnuts and chipped beef in a cream sauce. The owner, Steve Harnish, says that potatoes are vitamin-rich, virtually free of fat, have fewer calories and less cholesterol than hamburgers.

The Wall Street Journal named potato restaurants as one of the 10 hottest new businesses for this year.

35,000 square feet of renovation for \$673 K

FORT LEAVENWORTH, KS—

The Fort Leavenworth Officers' Club was completely renovated and refurbished recently at a cost considered nominal for the scope of work.

The project was a coordinated effort by local club officials and the Club and Community Activities Management Directorate. The Directorate saved the club system money by providing quality design services and contracting assistance in purchasing materials at good prices.

All phases of design and procurement were accomplished in weeks instead of months, according to **John DiPol**, CCAMD design specialist.

The Directorate's **Phyllis Mickens** expedited the contracting and procurement work while Leavenworth club employee **George Duncan** performed much of the inhouse construction and coordinated installation of furnishings on-site.

Jim Lindamood, CCAMD food and beverage design specialist, set the food service and lounge themes by introducing hand-carved cocktail and salad bars with etched and bevelled glass, a remodeled buffeteria, new bar, food service equipment and a beverage dispensing system. Also, designers had to cope with special built-in problems such as low ceilings and offset doors and windows which they overcame through the use of mirrored walls and vertical stripes and drapery treatments.

Plants and accessories were added to transform the ladies restroom into an elegant ladies lounge and powder room.

The renovation was finished in time for the annual influx of Command and General Staff College students. The renovation was funded with a \$445,000 interest-free Army Club Fund loan payable over 12 years and with \$218,000 in local appropriated funds.

A new menu designed by CCAMD's **Pete Lucey** and the club staff also now graces the renovated formal and informal dining rooms and business is building with the club realizing a fiscal year 1981 net income \$14,863 compared to a \$38,284 loss in 1980.





Entertainment

The Sounds of the Future

by Charles McCollum

The next wave?

Our fearless forecaster sets his crystal ball on fast forward, adjusts for maximum reverb, and takes a guess.

WASHINGTON—One of the most famous quotes in the history of rock music was penned in 1972 by Jon Landau, then an editor of Rolling Stone. After seeing a young rocker from New Jersey for the first time, Landau wrote, "I have seen the future of rock 'n' roll and its name is Bruce Springsteen."

Whether Landau was correct or not is a matter of opinion—I happen to agree with him—but the quote is useful as an indication of how the record industry is constantly trying to peer into a crystal ball in search of what the future holds for music. It's a preoccupation with record company executives—as well as the press—having millions of dollars and hundreds of reputations at stake.

The rather startling thing is how often most of the industry "geniuses" are wrong. To resurrect one particularly old story, Columbia Records found itself trailing the field during the late 1950s and early 1960s because the label's one-time president, "Sing-Along" Mitch Miller, thought rock 'n' roll was a fad and refused to sign the new groups. Only the arrival of Clive Davis—who brought the likes of Sly Stone and Janis Joplin to the label—saved Columbia from sliding into musical obscurity.

Few executives learned a lesson from the Miller debacle. Just about every major American label passed on the Beatles before the group signed a distribution deal with Capitol and made history. In the 1970s, the big companies totally missed both disco and New Wave—which is why most disco acts turned up on new, smaller labels like Casablanca and the New Wave groups surfaced on labels like Stiff Records.

Casting an eye to the future of music and trying to figure out what the fickle American public will find acceptable at any given time is a most risky business, as these past incidents suggest. The best one can do, ultimately, is guess—with the firm knowledge that history will probably prove one wrong.

Rock music, pure rock music, is in a considerable state of flux as the decade of the 1980s open. There are at least four major fragments of rock at the mo-

ment: an old-line represented to some extent by Springsteen; the New Wave, both American and British; a revitalized heavy metal movement out of Europe led by the likes of Judas Priest, and the basic boogie (Southern and otherwise) offered by Molly Hatchet, the Rossington-Collins Band and others.

Setting the cream of the old-line apart, the most promising drift in rock for the 1980s is still New Wave. The top acts of the genre have long ago aban-

The B-52s promise to be a most influential band throughout the decade, in part because they are the first New Wave group to make an impact in America as a pure dance band. Pat Benatar, who is a modified New Waver, looks to be the Joplin of the 1980s, although there are contenders like Rachel Sweet, Carlyne Mas and Ellen Foley. And one can still expect to see things happening from Elvis Costello and the Ramones.

What was most peculiar about rock during the 1970s was the dominance of an old guard which first came to the fore in the 1960s. (The earlier rock groups had a very short life span, commercially.) There is little reason to believe that, at least during the early part of the decade, Springsteen, Bob Seger, Fleetwood Mac, the Rolling Stones and the Kinks won't continue to dominate the top of the record charts.

Ditto the pop-rock acts like Jackson

The most promising drift in the 1980s is new wave.

doned the three-chord monotony of some of the earliest punk music and have begun incorporating other musical influences. There are still interesting slash-and-cut groups like X out of Los Angeles and, especially, the Pretenders from England. But the Talking Heads are now working with some refugees from George Clinton's soul-oriented P-Funk mob, and James Chance and Blondie are incorporating modified disco into their music.

Browne, the Eagles and Paul Simon. Ex-Beatle John Lennon's popularity surges after his tragic death.

There are a few members of the old guard who do seem down for the count. Elton John and Paul McCartney still have a good song or two in them, but their commercial appeal is diminishing rapidly. John Denver and Chicago are rapidly drifting off into obscurity and, while it's hard to totally count him out, Bob Dylan's drift into born-again



George Benson

Christianity seems to have cut him off from the main stream of popular musical opinion.

In black music, it's a trend that's dying out; disco Dance music will, of course, never die but the smarter—and best—disco acts are turning to a more mellow sound based in large measure on the r&b of the 1960s.

The top-of-soul charts are currently dominated by the romantic balladeering of male singers like Smokey Robinson, George Benson, Teddy Pendergrass and Ivan Goodman and Browne, Chaka Kan like Chic and Earth, Wind and Fire, are becoming more and more big-band, jazz-oriented in their approach to music.

It wouldn't be surprising, in fact, to see a resurgence of jazz in what's become a fragmented market. Dozens of newer jazz artists like Anthony Braxton and Jack DeJohnette, and an equal number of worthy older players like Arthur Blyhe, are finally finding an audience after years of relative obscurity.

Jazz festivals are doing well and those labels which have learned how to package jazz have found the music to be quite profitable. One event which could have a particular impact is the impending return to recording of Miles Davis.

And, finally, there's country music, which is now as much pop as it is old-line country. Few specific genres have shown as much vigor—artistically and commercially—in the 1970s as country, with artists like Willie Nelson, Waylon Jennings, Larry Gatlin, Emmylou Harris, Crystal Gale and Lacy J. Dalton finally getting national attention.

The breakthrough may have come this year with the quasi-country country soundtrack to "Urban Cowboy" and the decidedly country soundtrack to Nelson's "Honeysuckle Rose," reaching the top of the charts. If this sort of commercial success continues, it will be hard to perceive of country as a "genre" anymore.

These are, once again, all guesses from someone who's been wrong in the past and will be wrong again. Just as a "New Wave" washed ashore in the 1970s, there's bound to be a new wave, an unexpected wave, in music for this decade.

McCollum was the rock critic for the Washington Star newspaper.

Reprinted courtesy SAM.



Emmylou Harris

Soul cowboy

FORT GORDON, GA—Fat Daddy and the Johnnie Rebs have brought their own branch of country and western music to NCO Club members here—with a little soul thrown in.

Fat Daddy is SFC Harvey W. Claiborne, assigned to Fort Gordon's Directorate of Training. Each Sunday night, Fort Gordon NCO Club members come to the club to hear Claiborne and the Johnnie Rebs crank out country tunes.

Claiborne started singing country music when he was enrolled at the University of South Carolina. He entered the service in 1959 and again found himself singing for country audiences. "I was working in a club in Europe and the manager wanted someone to sing "Your Cheating Heart", so I did. Ever since

then I've been singing in military clubs."

Claiborne predicts that country and western music will never die, long outliving disco and rock and roll.

Adapted from Fort Gordon's "soul brother cowboy" by Cathy Franklin, staff writer for the Fort Gordon Rambler.

Five graduate AFCC

PATUXENT RIVER NAVAL AIR STATION, MD—Five Army people graduated from the Armed Forces Culinary Course here on Nov. 20.

SFC Tyrone Whitaker	Rock Island Arsenal, Ill.
Leon W. White	Fort Myer, Va.
Edward W. Young	Fort Myer, Va.
Mary Anthony	Fort Knox, Ky.
Betty Grams	Fort Meade, Md.

Slot machine tendinitis

WASHINGTON—"Slot machine tendinitis", a shoulder pain rarely seen outside of easy driving distances of gambling casinos has been reported by Dr. Richard Neiman of the University of California and Susan Ushiroda of Lewis and Clark College.

The ailment comes from playing slot machines too much and was

first diagnosed in two people who had spent a weekend at Lake Tahoe, Nev.

"Since slot machine players frequently overindulge in the sport, moderately severe cases may be expected," they wrote. The optimal treatment is rest or winning a jackpot.

Another related ailment, "space invader's wrist" is the discovery of

Timothy C. McCowan, a student at the University of Arkansas College of Medicine.

McGowan noted that the game requires "a large number of rapid, repetitive arm movements, including flexion and extension of the wrist and pronation and supination of the forearm to maneuver a spacecraft to avoid bombs, rockets or alien attackers."

Video games gain popularity

Profits from games outpacing food and beverage earnings.

CHICAGO—Bally Manufacturing Corp., famous maker of slot machines, pin ball machines and video games, has entered the restaurant business substantiating what many restaurateurs already knew—games can make big bucks in restaurants.

The Chicago-based company acquired a 24-unit chain of pizza restaurants for about \$3.4 million in August and is planning to convert the restaurants to an arcade/pizza parlor concept, reports Nation's Restaurant News. NRN reports the Bally move as the latest of many restaurant/game ventures where restaurateurs find profit from games greater than net income from food and beverage.

Some restaurants, afraid of sacrificing their image, have moved into video games slowly, installing one or two units in the lounge on a test basis.

Video games usually gross about \$200 to \$400 per week with vendors receiving up to 50 percent of the gross, depending

on the contract, the magazine reports.

Most restaurants use a vendor to supply and service their games citing the high cash outlay needed for a machine—between \$2,000 and \$4,000, and

the need to replace machines after customers get tired of them. Owners of restaurants with large numbers of machines prefer to own and service the machines themselves, NRN reported.

I can't believe I ate the whole thing



A young officer downs a hoagie at a recent "Hoagie Eat-Off" at the Fort Jackson Officers' Club. Eight major units were represented at the first of many upcoming contests planned by CPT Joe Synovek, Officers' Club manager. The winner in this unusual competition was a group from Fort Jackson's 2d Brigade. They won two kegs of beer and a slight case of indigestion.

Johnson

PERCEN officials have to assume that the person without a preference statement on file does not care where he or she is assigned.

The officials said that, while they cannot guarantee that assignment preferences will be met, they will work to try

to satisfy preferences.

Mail letters and Preference Statements to:

Commander, MILPERCEN
Club Management Section
ATTN: DAPC-OPA-C
200 Stovall Street
Alexandria, VA 22332

Casinos struggle with bottom line

ATLANTIC CITY, NJ—Strict regulation, growing competition, over-building, high interest rates and smaller than expected crowds have been cited as causing four of six casinos here to register losses during the first five months of 1981.

Harrah's Marina Casino lost about \$8 million while the big money-maker was the Golden Nugget at \$7.6 million for the period.

Update preference statements

WASHINGTON—The primary tool used by MILPERCEN's Club Management Section in determining enlisted MOS OOB assignments is the DA Form 2635, the Preference Statement. MIL-

Hawaii clubs stress value in member services

SCHOFIELD BARRACKS, HI—Fine dining, moderately priced drinks and excellent entertainment are trademarks of NCO clubs within the US Army Support Command, Hawaii.

Management believes that they can offer NCOs an evening of dining, drinks, and entertainment at prices \$5-\$8 less than downtown restaurants and night clubs. Offerings at the Skyview Terrace, one of Hawaii's best NCO clubs, include Baron of Beef and King Crab, Mongolian BBQ, ala carte, roast prime rib, broiled lobster, steak and scampi, and steak and lobster specials. The Skyview's entertainment includes a variety of Hawaiian, country and western, rock and roll, soul and comedy acts with a special multiband "Showcase of Entertainment" offered periodically. The club is adding a 500-person upstairs addition and spending \$250,000 on other facility improvements.

NCOs are also treated by the services of the Aloha Lighting NCO Club that offers Mongolian BBQ and ala carte dining. Management plans to expand the menu after the kitchen is renovated. Aloha entertainment is varied with



The Skyview Terrace NCO Club.

country and western, disco and go-go girls. The club is undergoing a facelift featuring improved carpeting, roof, dining room, restrooms and landscaping.

The NCO Branch Manager is **SGM Edward Majca**. **MSG Benjamin Ruelas**

manages the Skyview Terrace Club with **SFC (P) Eugene Hilliard**. **MSG Raymond Burnett** is the Aloha Lightning Club Manager.

Adapted from "Army Clubs give value to your \$," Hawaii Army Weekly.

Club Management Course is second step toward OOB

by Lucy Oliva

This is the second in a series of three articles on the three phase OOB training Program.

WASHINGTON—One of the Principal players in the training of an enlisted club manager is the US Army Institute of Personnel and Resource Management at Fort Benjamin Harrison, Ind.

The Club Management Course is part of the Institute's Personnel Management School and is the alma mater of just about every manager working in clubs today, whether he or she is military or civilian.

After the OOB candidate successfully completes the first phase, on-the-job training, and successfully receives a favorable evaluation from the installation club manager under whom he or she worked, the future OOB is programmed for the Club Management Course.

Course length was increased in October 1980 from seven to nine weeks to provide more education in areas in which graduates were weakest, financial management and hands-on experience in internal controls and food and beverage management.

The curriculum includes training in every area which the club manager must be versed. Students learn about internal controls, food and beverage preparation, entertainment, menu pricing, management information, package stores, contracting, audits, inventory manage-

ment, Army regulations, study management techniques, undergo two weeks of training in business arithmetic, accounting, financial statement analysis and budgeting.

Army regulations, study management techniques, undergo two weeks of training in business arithmetic, accounting, financial statement analysis and budgeting.

Students take at least one restaurant field trip per week during the course.

The food preparation portion of the course includes instruction on party and banquet operations and sandwich, salad, and soup programs. Here students actually work in kitchens and actively participate in preparing formal dinners and cocktail buffets. Entertainment programming is also taught, as well as first-aid.

Beginning in 1982 the club management course will offer students on-the-job training in an actual club environment training as a part of the curriculum. This is a design to provide students with proper methods to be used as a measurement of the individual's management potential.

Course goes to Europe

The shortage of school-trained club manager is particularly felt in Europe. To deal with this shortage, the course has been exported once-a-year to Europe since 1979. Soldiers in Europe

may attend the course and are reclassified into the OOB MOS.

Instructors

The club management course has been fortunate to have a succession of qualified instructors. **MAJ Bob Shooner**, currently Chief of MILPERCEN's club management section; **LTC Clyde Riggs**, Kaiserslautern Area Club Manager; **MAJ Pete Issacs**, Chief of the Technical Assistance Branch, CCAMD European Regional Office; and **CPT Larry Taylor**, currently assigned to the US Forces Korea/Eighth US Army J-1 Office.

MAJ William Mullins, current Course Director continues this tradition. Formerly installation club manager at Fort Stewart, Ga. MAJ Mullins holds a Bachelor of Arts Degree in Management and Finance from Armstrong State College, Savannah, Ga.

CW2 James L. Lancaster is the Course's Food Director. Lancaster holds an associate degree in hotel and restaurant management. The 15-Year club management veteran was assigned to the course after a tour as a club management officer at the European Regional Office, CCAMD, TAGO.

MSG William E. Bryant, former manager of Frankfurt's Terrace Club in West Germany, is the Senior Enlisted Instructor. Bryant has 17 years experience in managing Army clubs.

A club and community activity

"Athletic club" concept may be club of the future

WASHINGTON—A club combining athletic activities and membership club food, beverage, banquet and entertainment operations has just come off the drawing board. The concept was developed by designers at the Club and Community Activities Management Directorate to create a facility in keeping with the latest trends in quality service for both health and recreation.

The concept also may serve to lower construction and operating costs by having a number of morale, welfare and recreation activities under one roof. About 80 percent of the facility could be considered "essential" for physical fitness and recreation.

Designers envision an environment that would allow for all grade patron eligibility. **John DiPol**, creator of the concept, said the design "will incorporate all of the latest in heating, ventilation and air conditioning and will use passive solar and heat reclamation techniques for energy conservation." The athletic club concept will also streamline employee operation by centralizing management and service areas.

DiPol has had extensive experience designing clubs, food service facilities and hotels, and is familiar with the design of athletic clubs.

Many of the labor-saving concepts already introduced to club projects under construction have been incorporated into the design, DiPol added. The athletic club has multiple functions in the food service area and sports facilities.

This multi-purpose adds a sense of fun and excitement in the club. A person can play racquetball or tennis, jog, lift weights or play basketball and, after showering, enjoy lunch or dinner at the facility.

Subtle exterior

"After you leave the spacious parking lot, you approach the club on a well-land-scaped walkway. The facade of the building at this point is of striking glass and masonry construction. The raised back position of the building is not visible from the front allowing for less-expensive prefabricated metal construction.

Well-appointed lobby

"A well-appointed lobby area sets the theme for the entire building with natural wood, terra cotta tile, live plants and sisal wall coverings.

Dining room with a waterfall

"The dining room extends off of the lobby and has a huge skylight which also covers a nearby swimming pool. It will have a large tree planter and waterfall which serves as part of the swimming pool recirculating system.

400-seat ballroom

"The ballroom has the capability to open into one large 400-seat room or be divided into several party rooms with service from a hidden corridor and service bars for each ballroom area.

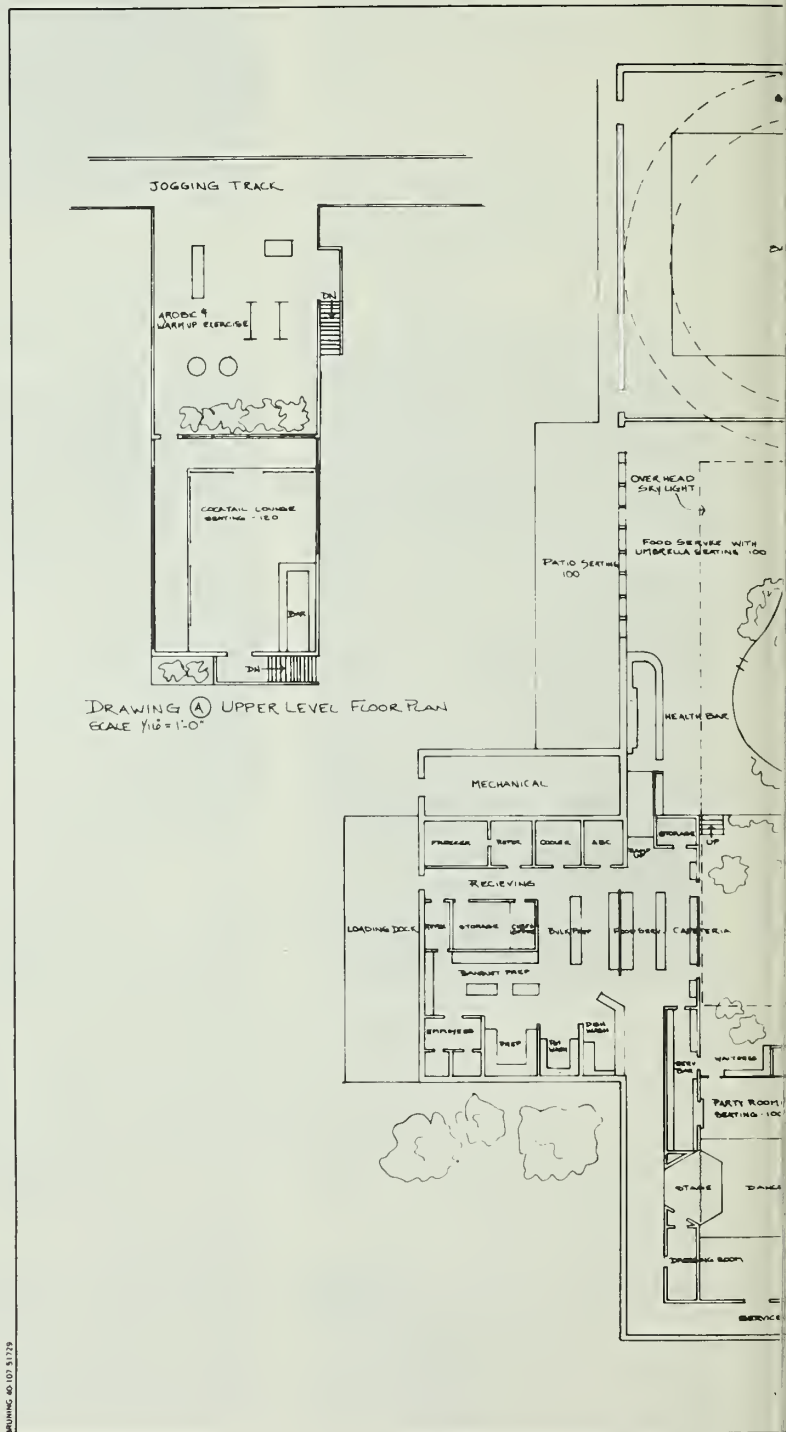
State of the art kitchen

"Many of the energy and labor saving

concepts employed in clubs being designed would appear in the kitchen. This facility would be capable of developing a varied menu and would be easily accessible to any food service area of the club. A waitress pick-up area could be converted to a cafeteria line.

Elevated lounge

"An elevated lounge will seat approximately 120 people with a view of the swimming pool, track, and tournament racquet ball facility.



Sports with sauna and whirlpool

"The sports area would have adequate locker space for members and would include sauna and whirlpools in the locker room area. A competition size running track would be elevated above the basketball and racquetball courts.

"Aerobic exercise equipment would be located just off of the running track and a weight room and Nautilus gym. The pool is located directly off of the

locker rooms and can be either free-form or olympic style.

Health bar, gameroom, child care

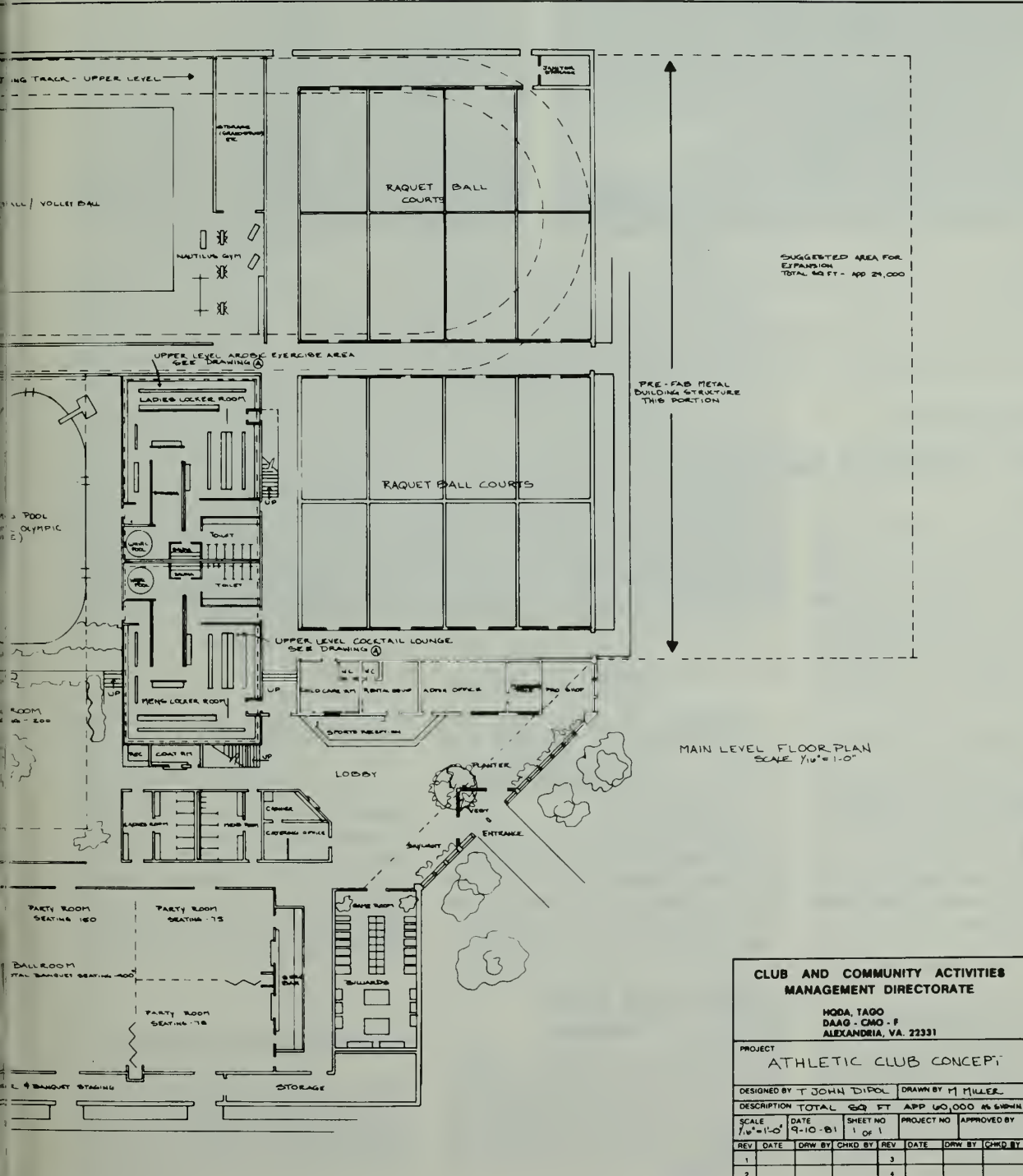
"A health snack bar at the swimming pool would also have fast food and drink capability. Patrons could dine poolside or outdoors on the patio from this location.

"A large game room would be located in the lobby. Catering and management offices would be located centrally. A computerized sports recep-

tion area would keep close watch on membership and billing. A child care area, pro shop and equipment rental room would be nearby.

Expansion

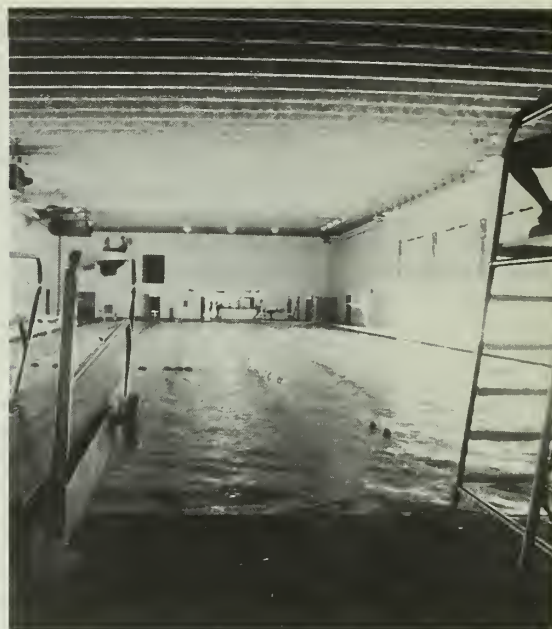
"The athletic club would be designed to have easy expansion capability for more sports activities or additional tennis or racquetball courts."





Construction

Two pools built by TAGO



FORT JACKSON, SC—For Jackson's Noah O. Knight Swimming Pool (above right) and the Fort Gordon (left) Indoor Swimming Pool have been built by The Adjutant General's Office using nonappropriated funds and employing the TAGO turnkey construction procedure.

The Knight Pool is 50 meters by 20 meters and cost \$990,280. The Fort Gordon pool has seven lanes and is 50 meters long. It cost \$1.36 million in nonappropriated funds.

The projects were funded with grants from the Gordon Army Morale Support Fund.

For new NCO club

\$1.6M contract awarded

by Jim Coles III

ABERDEEN PROVING GROUND, MD—The Aberdeen Proving Ground Club System will spend nearly \$2 million during the next two years in new club construction and renovation of existing facilities, according to **Hilary DeLoach**, Installation Club Manager.

The biggest chunk of the spending will be devoted to a new NCO club. According to DeLoach, a contract was awarded to Associated Builders, Inc. of Cleveland, Ohio, on June 12 for the construction.

Dick Lohr, of the Facilities Engineering Directorate Planning Branch, said the new club will cost \$1.67 million.

"It will have about 14,000 square feet and include a kitchen, ballroom, full service restaurant, formal lounge, informal lounge and administrative area."

It will be built next to the existing NCO club which will be razed once the new club is open.

According to Lohr, the new building will be of masonry construction, with a brick facing and substantial glass panels overlooking the Chesapeake Bay.

DeLoach said the club construction is being assisted by a \$1.3 million loan, interest free, from the Army Club Fund with the club system putting up the other \$400,000.

The club system has ten years to

pay off the loan.

DeLoach is also happy about a \$80,000 renovation to a junior enlisted club which is scheduled to start soon and a \$75,000 outlay for new carpeting and interior decorations in the cocktail lounge and party rooms in the Officers' Club.

DeLoach is also planning to improve the nearby Edgewood Area NCO Club in fiscal year 1982. Operations will continue at the old Aberdeen NCO Club during the new construction and any downtime will be minimal, DeLoach said. DeLoach credits "great support" of patrons during the past two years as aiding in the club upgrade program. *Coles is a staff writer for the Aberdeen Proving Ground Public Affairs Office.*

\$4,000 fire damage

FORT CLAYTON, PANAMA—A grease fire, apparently due to a mechanical malfunction, caused an estimated \$4,000 damage to the NCO Club here. Efforts by the manager to extinguish the fire were futile.

Augsburg club Keller reopens

AUGSBURG, WEST GERMANY—The Keller Bar at the Officers' Club here has reopened offering late night snacks and a big screen TV, according to **CW3 Larry Simank**, Area Club Manager.

Candlelight dinner

FORT MYER, VA—Fort Myer NCO/enlisted club members were treated to a candlelight dinner featuring easy-listening live music, prime rib and all the amenities for \$10 per person.

Jackson O'Club project underway

FORT JACKSON, SC—Ground was broken September 17 for a \$3.5 million officers' club here.

The 22,500 square foot facility is expected to be completed within a year. The project is part of a post effort to upgrade facilities in the entire club system. The present NCO club is four years old and a new club for junior enlisted soldiers will be built during Fiscal Year 1982.

The project is being funded with a \$2.95 million interest-free loan from the Army Club Fund. \$450,000 of local club funds were committed to the project.

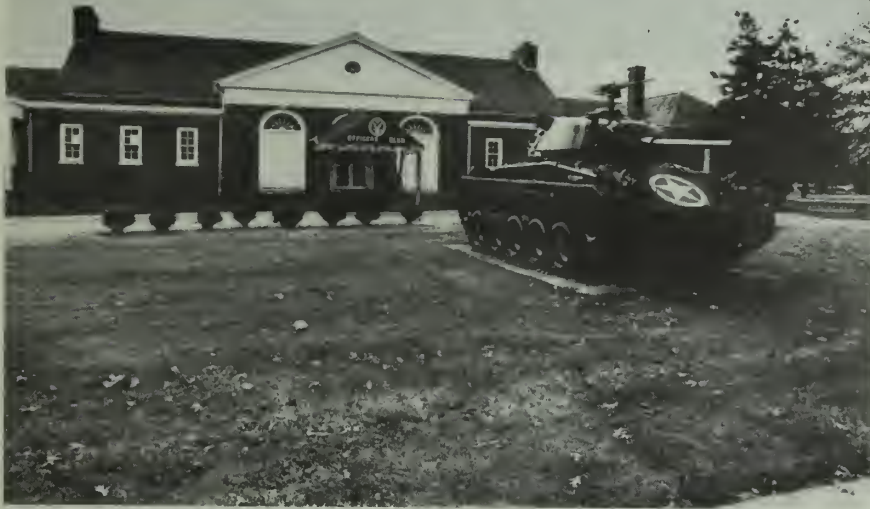
The architectural motif will be that of an Old South plantation house, complete with white pillars and portico.

The main ballroom will accommodate 520 people. There will be both formal and informal lounges and a 140-seat dining room.

The old club will be demolished after the new club is completed. The Jackson Officers' Club layout incorporates the latest in energy and labor efficient hospitality design.

MG John B. Blount, TRADOC Chief of Staff, joined the Fort Jackson Commander MG Albert B. Akers and construction representatives in ceremonies marking the beginning of construction.

Adapted from Work Begins on O'Club by Kim Johnson, staff writer of the Fort Jackson Leader.



The Fort Knox Brick Mess.

\$2.13 M Carlisle renovation

CARLISLE BARRACKS, PA—The Officer's Club here is undergoing a major renovation. Work began in October and is expected to be complete this Spring.

The club is being completely gutted and the entire interior re-done, including electrical, and mechanical.

There will also be a 5,000 sq. ft. new kitchen. Total project cost is \$2.13 million for construction. The club received a near \$2 million interest-free loan from the Army Club Fund.

Members will use a temporary facility during the renovation. The contract is being administered by the Club and Community Activities Management Directorate, TAGO.

Heidelberg O' club kitchen renovation

HEIDELBERG, WEST GERMANY—A \$358,000 "from the ground up" renovation of the Heidelberg Officers' and Civilians' Club kitchen has been completed, the first stage in a series of improvements to that club.

The club's Keller is next on the renovation list and the entire club will be re-wired during Fiscal Year 1982, according to **CPT Buddy Rawls**, club manager.

Rawls has added steamship round and roast suckling pig to the club's weekly membership night. The free food is reminiscent of the old "happy hours" featured by clubs in Europe, Rawls said, except the drinks are not reduced in price. He has also spiced up

\$1.8 M Knox

Brick Mess facelift

FORT KNOX, KY—A \$1.8 million project to renovate and expand the Fort Knox Officers' Club has been approved and will get underway in early 1982.

MAJ James Stevenson, installation club manager, said the club, called the Brick Mess, is sorely in need of updating to meet present-day standards. "The club is old, and renovation will help conform to today's health and safety codes, provide more efficient and economical operation, and conform to energy conservation requirements," Stevenson said.

The existing club is a combination of several buildings than began with construction of the original club in 1932, the club manager explained. The club was expanded and changed in 1956, 1965 and 1977.

A 1,500 sq. ft. kitchen addition will be built along with a 1,400 sq. ft. staging area for glasses, silverware and food warmers. An additional service corridor will be made by converting existing rooms, Stevenson added.

The project is being funded with locally generated club funds and does not require an Army Club Fund loan.

The club's executive dining room, Candelight Room, Tanker Lounge, and Lincoln, Regimental and Cardinal rooms will be redecorated. The heating, ventilation and air conditioning system will also be upgraded.

The project is expected to begin in late February and may take six to eight months to complete.

Adapted from Brick Mess to get \$1.8 million facelift by SP5 Margie Phillips, staff writer of the Fort Knox Inside the Turret.

Sunday brunch with the addition of steamship round, and fresh fruit.

Adapted from Officer's Club kitchen renovation finished, Heidelberg Post.

Yacht Club?

BREMERHAVEN, WEST GERMANY—The Northern Lights NCO/enlisted club located near this West German seaport opened its doors Dec. 1 as part of a phased re-opening after a \$750,000 renovation.

CPT Gerald Haag, Area Club Manager, said the club carries a nautical type theme using sails for curtains in the main lounge and actual ship riggings sectioning parts of the club. It includes a game room and Senior NCO lounge. CCAMD European Regional Office people assisted in opening the facility, providing staff training and installing equipment.

The club's was christened Dec. 16.

Self help project nets big results

U.S. MILITARY ACADEMY, NY—SFC Paul Pouliot looked around the dining room of his NCO/enlisted club and didn't like what he saw. So he took a bland, blank room and with a little money and a lot of work, converted it to a quality dining room.

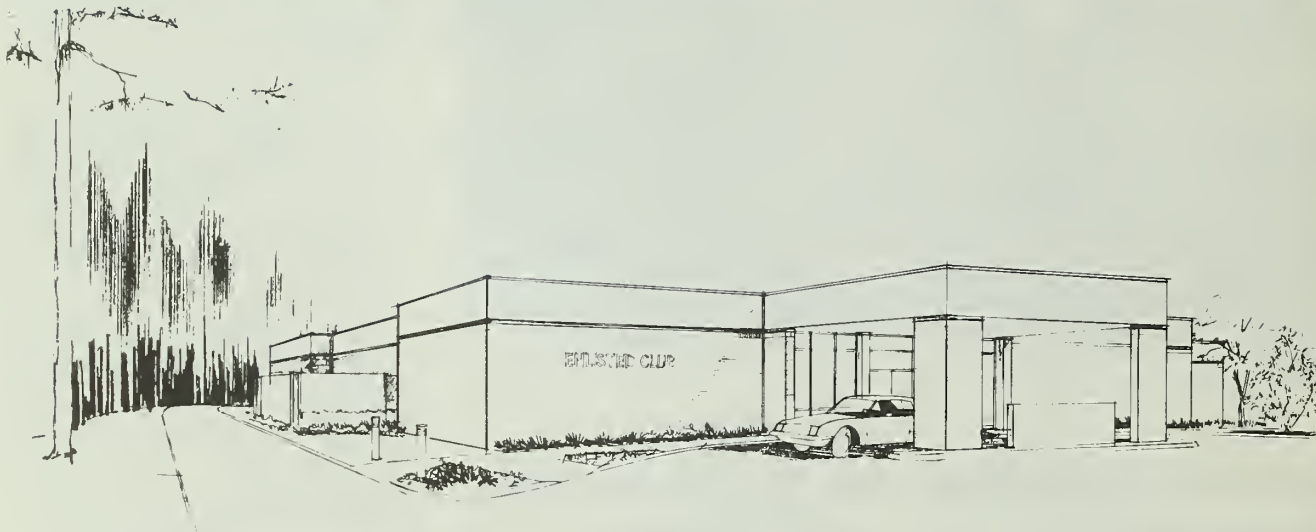
For \$2,000 Pouliot made some noticeable change to his facility. He built panels for the ceiling to stimulate the greenhouse effect, hung plants, put plant dividers on rollers and added some wicker furniture.

He was assisted by SGM Donald E. Shaw who built the dividers on rollers so the dining room configuration could be changed.

After the remodeling, lunch sales doubled and total food sales for Fiscal Year 1981 were \$36,768, a 45 percent increase in six months.



Up-to-date enlisted club



FORT LEE, VA—Artist rendering of a new \$1.9 million junior enlisted club going up here. Ground was broken for the facility on Nov. 17. It will include a sound and light system and live entertainment capability. Enlisted people will be able to get fast food or dine in a room that will be separated from the disco with soundproof walls. The 15,000 sq. ft. club will be able to accommodate twice as many soldiers as two existing clubs. These clubs will be closed after the new club is completed. There will be a game room, automatic beverage system and a mezzanine type deck surrounding the main social area. The club is being paid for with local club funds and a \$1.36 million interest-free Army Club Fund loan.

Courtesy Jackie L. Bryant, staff writer with the Fort Lee Traveler.

Cooking hints from the Culinary Course

PATUXENT RIVER NAVAL AIR STATION, MD—Chef Jim Crow, instructor at the Armed Forces Culinary Course here has some hints for bread.

- To freshen French or Italian bread, hard rolls and so on, sprinkle the crust with cold water, and place it in a pre-

heated 350°F. oven for 10 minutes.

- To make cutouts from bread slices, first freeze the bread to give it clean, sharp edges.

- Don't waste leftover sandwiches. Brush them with melted butter and saute. They are delicious and taste

fresh.

- Dipping the knife in hot water before using it will make a fresh loaf of bread easier to slice.

- Fresh bread will keep its shape if cut with a hot knife.

Lunch sales up 200 percent

WUERZBURG, WEST GERMANY—Daily lunch sales at the Wuerzburg Officers' Club have increased 200 percent to \$350 a day since local managers with some technical help from the Club and Community Activities Management Directorate revamped the lunch program.

MAJ Bill Shirk, Wuerzburg Area Club Manager, asked the Directorate's European Regional Office for some help in boosting lunch time business, and a Directorate team under **Joe Brandt** answered the call. Brandt and team members **CW3 John McLean** and **MSG Jim Mullin** went to work conducting customer surveys and analyzing scatter sheets, while food and beverage specialist **Wally Chung** met with club management, employees and service staff.

At the outset of the visit, sales were about \$100-\$150 in the 102-seat dining room.

Management and the assistance team identified four markets which the club had to cater to: table service, soup and salads, hot meals, and those who have to eat and run.

After digging into their "Magic" bag of winners, the CCAMD team pulled out their 1982 winning contribution to the Army Club System.

How it works

Under the new concept, customers are given four options when entering the dining room. If he or she has time to



An apparently satisfied customer as club cook prepares food.

spend for lunch (longer than 20 minutes), a table tent advertising four hot sandwiches at each table is available to be ordered through the waitress. Sandwiches offered are a "Sandpiper" (crab-meat on toasted English muffin and melted swiss cheese topped with tomato slices and covered with a light wine sauce), jumbo hamburger, 8 oz. steak sandwich and a "rueben." All sandwiches are garnished with cole slaw or French fries.

An iced salad bar is offered including spinach, ham, artichoke, chopped eggs, bacon bits, shrimp, and cauliflower. The salad bar avoids costly preparation in the kitchen. Ingredients for a chef's salad are available at the salad bar.



The team developed a cyclic menu allowing for one hot entree, starch and vegetable offered for \$2.95. A limited number of portions are prepared daily.

Deli stacked baked ham, roast beef, french dipped and submarine sandwiches are prepared while you wait for those who want to "eat and run." Preparation time is about 1½ minutes per sandwich.

Soup and chili are merchandized in big kettles.

A similar program has been developed for the Kelly Barracks Officers' Club at VII Corps Headquarters, Stuttgart, and the team reports sales increased from \$100 to \$250-\$350 per day.

High beams

FRANKFURT, WEST GERMANY—2LT **Rich Pezzullo** of the Frankfurt Area Club System at the "mike" doing his Armed Forces Network "Club Date." Pezzullo broadcasts club events three times a day on events within a 60 mile radius of Frankfurt.

Pezzullo said the program is a means of consolidating club promotional items and allow information to "still get on the air in time to be effective."

Air times have given the show peak listening and more people are hearing about club activities. Pezzullo also attributes the spot's success to his familiarity with club operations and broadcasting and the large amount of air time provided to clubs.

He urges managers within 60 miles of Frankfurt to submit their promotional items to: AFN, Frankfurt Local, ATTN: Club Date, APO 09757.



No-fee dues cards ease reciprocal club privileges

FRANKFURT, WEST GERMANY—A no-fee membership card can eliminate many problems arising when NCOs and enlisted soldiers belonging to club systems that don't charge dues try to gain admittance to other clubs.

Many NCO/enlisted clubs do not issue membership cards because they don't charge dues, according to officials at the CCAMD Regional Office here. This results in problems when members of no-dues systems go to another system that checks membership cards at the door.

Several club systems offer membership cards for a small fee with the individual's name imprinted to ease identification for club participation and check cashing. This may take the form of a one time charge for the duration of the member's tour.

Insurance

TAGO will compute social security entitlements in computing NAF retirement pay

WASHINGTON—Nonappropriated fund employees no longer need to obtain a statement of actual or estimated benefits from the Social Security Administration in order to compute retirement pay.

The Adjutant General's Office has developed an in-house capability that will automatically determine social security entitlements needed to compute retirement pay.

Officials say the new procedure should expedite processing of NAF retirement annuities.

Here's how it works:

Retiring employee advises the personnel office of the planned retirement date at least three months in advance. Upon written or telephone request from the CPO, TAGO prepares an encoded computer punch card for each prospective retiree and dispatches it to the servicing CPO for signature by the employee (or beneficiary in the case of a survivor an-

nuity). Stapling, folding, or creasing the card causes it to jam in the computer.

Encoded cards may be obtained from: NAF Employee Benefits, PO Box 107, Arlington, Va. 22210, AUTOVON 221-9730 from 6:30 a.m. to 4:30 p.m. EST Monday through Friday.

Once the card is signed, the civilian personnel office should mail it to: Social Security Administration, PO Box 57, Baltimore, Md. 21203. Cards are pre-addressed and sized for window envelopes. About three or four weeks after the card is received, the Social Security Administration will provide a report directly to HQDA from which the primary insurance amount can be calculated.

Since Department of the Army pays a fee for each report provided by the Social Security Administration, requests for encoded cards should be limited to bona fide retirement cases.

Civilian personnel offices should forward DA Form 3715-R (Disposition of

Retirement Benefits), accompanied by W-2 earnings statements for the 3-year period preceding retirement to HQDA according to past practice unless another 3-year period provides a greater total.

The insurance company will send option papers to the CPO or the employees as indicated on the DA Form 3715-R. These papers describe the benefits of equal actuarial value which have varying payout provisions. For details, refer to DA Pam 230-6, pages 6-7.

After the retiree makes his or her selection, the option papers are returned to the insurance company and retirement pay begins. If the insurance company receives option papers more than one month after the due date of the retiree's first monthly check, all back payments will be made in the first check.

Retirees may later arrange for direct deposit of retirement pay to a financial institution by writing HQDA or directly to the insurance company.

Medical insurance rates increase

WASHINGTON—NAF medical insurance rates will increase about 33 percent in January 1982, the first increase since 1977.

The rate increase was primarily caused by increases in benefits paid to NAF employees participating in the plan. These benefits have increased an average of 22.7 percent per year for the last three years.

In 1978, the Army Medical/Life Fund began self-insuring the medical insurance benefits provided to NAF employees. Premiums collected from employees and NAF activities are deposited in the Central Investment Program. John Hancock Insurance Co. processes medical claims and writes checks against the Fund's bank account.

Medical insurance premiums will be increased as follows:

Coverage	Biweekly Premium Charged to Employee and NAFI		
	Old	New	% Increase
High Option (Employee Only)	\$ 7.05	\$ 9.33	32.34
High Option (Employee with Dependents)	\$14.40	\$19.02	32.08
Low Option (Employee Only)	\$ 5.30	\$ 7.04	32.83
Low Option (Employee with Dependents)	\$10.35	\$14.08	36.04

The rates were recommended by John Hancock plan actuaries as necessary to keep the program sound and are in line with premium adjustments made by other Defense Department component NAF activities. The cost of adding dental coverage to medical insurance coverage remains unchanged. Dental coverage continues to be available only with the corresponding option of medical coverage. Dental coverage may not be cancelled without also cancelling medical coverage.

The new premium rates will be effective with the first full pay period that begins in January 1982.

Chili cookoff

LETTERKENNY ARMY DEPOT, PA—The Letterkenny NCO Club was the site of culinary combat as four entrants drew ladles and squared off in a Chili cookoff. The event drew a crowd of gourmants who, after the judging was over, promptly devoured all of the evidence.

When the tasting was over and the chili powder had settled, judges appropriately named members of a post ordnance detachment as winners.

Born again

WURZBURG, WEST GERMANY—The Keller of the Officers' and Civilians' Club here has been converted to the "Subway", a teenage disco and snack bar. A local Church group sponsored the project and provided labor.

Rod and gun club upgrade

AUGSBURG, WEST GERMANY—

MANY—Things have changed at the Reese Kaserne Rod and Gun Club here with some help from volunteers.

In an effort to improve the quality of life in Augsburg, 17th Field Artillery Brigade Commander, Colonel Andrew McVeigh sponsored the renovation. 17th Brigade units and facility engineers moved the sales store, installed a club where the sales store used to be and installed a game room.

Over 2 million served—and climbing

HONOLULU—Lee Riley, Hale Koa General Manager, and **COL Roger L. Schenck**, The Adjutant General's Representative at the Hotel, shared the honor of cutting the Hale Koa Hotel, Armed Forces Recreation Center's 6th Birthday Cake during ceremonies held at the hotel on October 24. The Hale Koa opened on Oct. 25, 1975. Riley commented that the hotel has averaged 98 percent occupancy and has housed over two million people. Other interesting statistics amassed during the past six years include 5½ million meals served, 900 Polynesian shows and more than 300 outdoor luaus. The catering department has arranged for over 4,500 private parties, wedding receptions and banquets. Management credits the Hale Koa's success to the support that the military community has shown through its patronage. Since the facility was built with funds provided by profits generated from military clubs and exchanges worldwide, the first-class services and many recreational facilities of the Hale Koa and the Armed Forces Recreation Center are certainly one of the military's best self-earned benefits. The cake was prepared by hotel Pastry Chef **Takashi Ishikawa** and was a replica of the White House with the official crests of the various military services around the cake's sides.



Hale Koahosts international sports conference

HONOLULU—Two hundred representatives from 51 nations assembled at the Hale Koa Hotel for the 36th General Assembly of the Conseil International du Sport Militaire (CISM).

The CISM delegates hailed from all corners of the world and met at the hotel to discuss topics of 1982 calendar, policy changes, select championship locations, elect officials, research in physical education and sports, increased female sports championships, sports promotion, finances, clinics and study days, action against drug abuse in sports, new trends in sports, and the like.

The Interservice Sports Committee was responsible for the organization and the hosting of the General Assembly. The committee is comprised of representatives of the four services, namely: John Moler, Air Force (Chairman); **COL William J. Meehan**, Army; **COL Louis J. Piantodosi**, Marines; and Captain Richard E. Morgan, Navy. These individuals were also the delegates from the USA.

CISM, considered by some to be the United Nations of military sports, sponsors championships in 27 different sports. Unlike the Olympics, CISM fames are decentralized. Different nations host various annual sports championships. In 1982, America will host the Cross Country Running Championships at the Naval Air Station Pensacola, Florida, during March 23-28. Among the entrants already scheduled for the Florida championships are Saudi Arabia, Ireland, Finland, Greece,



Two CISM attendees from Upper Volta.

Qatar, Algeria, Kuwait, Italy, Sudan, Tunisia and USA. Four of these teams will have female competitors. It is estimated that over 300 participants will be in attendance.

COL Roger Schenck, TAG Representative to the Hale Koa, was the host site chairman, and made all the logistical arrangements that included support from Hawaii-based service members, as well as volunteer interpreters. Schenck was given a CISM award for his effort. Translation for the general assembly's proceedings was provided for the four official languages of CISM: English, Arabic, Spanish and French. Interpreters were also provided in Chinese for the China delegation. Other lan-

guage requirements called for multi-lingual menus and programs for the international delegates.

Special recognition was given to **MG J. C. Pennington**, Director, Army Council of Review Boards and Commander of the Army Physical Disability Agency when he was elected Vice President of CISM and **COL William J. Meehan, II**, TAGO's MWR Coordinator, Army delegate, who received the award of Knight for his outstanding contribution to CISM as Chairman of the Permanent Technical Committee on basketball and finance committee, for the past three years. Next year the CISM 37th General Assembly, will be held in Lagos, Nigeria.

Emery Club changes it's face

by Alan G. Keyes

WUERZBURG, WEST GERMANY — The military offers many ways to change your setting and find relaxation. One of these programs is the club system. Most military posts have a club, and Emery is no exception.

The Emery All-Ranks Club has changed its face and operation, and along with the changes you'll find a whole new atmosphere.

This type of change always improves the operation and brings in more people. The recent changes have shown the people of Emery that the club system does care about them. "Most of the employees now dress for the job and show the proper manners, which the employees expect back from the customer. This seems to have gone over well," states **SSG David A. Colwell**, manager of Emery Club and 1980 Club Management Course graduate. "The Club is now more people-oriented to make it a comfortable atmosphere for the customer."

The club is trying to be a place for everyone, with more programs planned for family members. The programs are slowly happening and should be completed within the next three months. There already have been improvements in the kitchen area, and there is now waitress serving in the dining area.

The club's goal is to change from a bar-style operation to a restaurant-lounge style operation, with something for everyone. Some of the other ideas mentioned by Colwell are a location for the mechanical bull, D.J. contest, a lunch program, and an attempt to cut down on cover charges for bands and entertainment.

Luke Bartley, employed as one of the cooks remarked, "I feel good working at the club. Some of the changes will take time for the people to catch on to, but the changes will make the club the



Wuerzburg soldiers will benefit from club changes as management becomes more "people oriented."

place to be."

Colwell is convinced that with these changes the club will keep soldiers at Emery rather than going elsewhere.

The dining room is providing many new and well-rounded meals at a reasonable cost. Colwell has hired a waitress to serve the meals. With specials each week on different meals to help make ends meet, Colwell intends to entertain for a full dining room and satisfied customers.

"We are stepping forward—we are no longer a rag-bag club. A lot of the changes will take time, but I feel they are good for the soldiers of Emery," he said.

President of the ENL-NCO Advisory Council, Sp4 **Chuck Kenny** of HHB, 6th Battalion, 52nd Air Defense Artillery, seems quite happy and looks forward to the improvement of the club. Kenny states, "Since the change of management, the club is improving and the employees pay attention to the needs of the customers."

The advisory council plays a key role in working with the club manager to help improve the club. They volunteer

their ideas which have in turn been supplied to them by the soldiers they represent. Some of the ideas that have been suggested by the council are movies on different nights of the week, programs on Sunday for the family members of the area, and cleaning up the use of bad language in the club.

An area that the council feels is very important is to present variety by putting on special events, such as the recent Mr. Emery and Ms. Emery contest. Special events already held have been successful.

Kenny added, "The biggest thing we are looking for is that the club becomes a place where people are not afraid to bring their family or girl friend. I feel that we are going in the right direction but there are still some changes to be made. It still has a long way to go to get where we would like it to be. It will take time and a lot of work. Some of the things we want are just not available at this time. The club just has to wait until it is available," he said.

Adapted from "Changing the Club" by Alan G. Keyes, staff writer of the Wuerzburg Public Affairs Office.



MWR crimes

- Burglars cut through metal seals on three AAFES trailers at **Fort Gillem**, Ga. and stole \$7,194 worth of watches and jewelry.

- Eight suspects are being investigated at **Nuernberg**, West Germany for theft of \$150,000 worth of stereo equipment, cigarettes and other items from

an audio visual warehouse and post exchange.

- A \$804 video camera was stolen from the Video, Audio, Photo Kastel Storage Facility in **Wiesbaden**, West Germany.

- A stateside NCO club manager wrote 35 worthless checks within a 90-day period. He was relieved of his duties.

- A \$4,000 car was stolen from the **Schofield Barracks** Hawaii Golf Association.

- A \$801 property and cash shortage was discovered at a PX in **Kellinghusen**, West Germany.

- A stock control clerk was convicted by general court martial of larceny at

the **Camp Butler**, Okinawa theater and sentenced to three years confinement and hard labor.

- \$3,680 worth of sound equipment was stolen from a **USASCH** morale support showmobile.

Bragg Club probe

FORT BRAGG, NC—Officials are investigating some alleged irregularities involving a number of personnel at the Fort Bragg Dragon Club, according to a statement released Dec. 1 by the Fort Bragg Public Affairs Office.

They are declining further comment during course of the investigation.



Procurement

Service and concession contracts defined

WASHINGTON—A concession contract allows the concessionaire the right to sell a product in a particular location while a service contract does not produce a tangible commodity.

Anne Sellmansberger, a contracting specialist with the Club and Community Activities Management Directorate explained that since both contract types can be written with payment made on a percentage of gross revenue, the method of payment does not determine whether it is a concession or service contract.

These are concession contracts although the performance of work may

inherently involve a service:

- beauty or barber shop
- tour concession, ticket office, or photography studio
- supply and maintenance of vending or amusement machines
- carnival or circus
- pro shop where sporting goods are sold

- restaurant or snack bar
- florist

Examples of service contracts are:

- maintenance and repair of NAF owned equipment
- janitorial work

- dry cleaning and laundry
- instruction in sports, dance, arts and crafts, flying, gymnastics, martial arts, etc.

- judging or officiating sports
- child care
- interpreting

This information will be covered in an upcoming new Army NAF procurement regulation. Meanwhile, see AR 230-2 (C 2), para 2-9 for more service contract information or call the Central NAF Contracting Office, AUTOVON 221-0757: HQDA (DAAG-CM), Alexandria, VA 22331.

Purchasing

WASHINGTON—Battling inflation is not the easiest thing in the world. It seems as soon as you stem the cost tide in one area, a leak occurs in another.

Purchasing is one area which has a strong effect on your financial position. If you're a smart operator, you'll keep on top of this area and make sure that you are not losing in back what you are making up front.

Know your members and their preferences. Often, the reason your sales are off may not be the chef or the service but the basic product with which they must work. Ask your salesman what is the most popular and "hot" item.

Ask your staff what they feel the customers are most interested in. They are much closer to the operation and can provide valuable insight into exactly what the consumer preferences are in your club.

After you have communicated with your staff, consult with your vendor and find out exactly what volume will bring you the best price. If increased volume bring you disproportionate discounts on a particular product, you may want to consider a promotional campaign for that product to increase sales and decrease the procurement costs.

Try to have one person place all the orders. This way he will become familiar with the requirements of your

club and be less likely to make mistakes. If possible, let the receiver coordinate with the orderer. This way the checker will know the merchandise to accept or reject. In a recent survey of 60 restaurant operations, 78 percent had one person placing all of the orders.

Check your merchandise. You never know you are being ripped off until you check. A spot check can often reveal much more than a regularly-scheduled check of your receiving operations.

Try to keep abreast of the new products that appear on the market. Often, there are more promotional programs which accompany these new products and the new products are developed after extensive market research and are appealing to consumers.

Rolling out the red carpet

HANAU, WEST GERMANY—Hanau managers claim their Escoffier Formal Dining Night is one of the first soup-to-nuts fine dining experiences offered by a military club in Europe.

Members paid \$19.95 each for the event which had waterfalls, complimentary hors d'oeuvres and class French wine. After the hors d'oeuvres, the V.I.P.s-for-a-night were escorted to their tables by a maitre d'. Next came the feast that included a gourmet menu reading like a French cookbook:

Bisque de Crevettes

Blanche Bourgogne

Salade de Fromage

Beaujolais

Vegetable Vinaigrette

Toreados Chasseur

Pommes Soufflees Chatouillard

Le Plateau de Fromage

Assortee

Champagne

Cantaloupe a la Gell ee

Apples Frangipane

Les Petits Fours

Le Cafe Noir

Cre'me de Menth

Frappe

Panina Gravadi Melanzana

Management trained employees in advance to include testing and serving the food and beverages.

The community commander personally thanked management and employees. SFC Gary L. Goyette, a 1977 Club Management Course graduate and club manager, said he was pleased to offer the classic dinner to members so they could sample the cuisine of the famous "Escoffier" Culinary Art of Cooking.

Need some help?



Miss Maryland, Robin Harmon (left) and Miss Virginia, Vicki Pulliam (right) get a lot of help and advice at the pool tables during the opening of a new recreation center at Walter Reed Army Medical Center.

Club events **The long lost member**

Management and assistance team boost Depot menu.

TOOELE ARMY DEPOT—A new and attractive food program was recently created at the community club here offering wider variety and improved customer satisfaction, according to **WO1 George Parker**, Installation Club Manager.

The club has a new luncheon concept with a separate salad bar, a make-it-yourself sandwich bar and daily entree, Parker said. In the evenings members now dine on Beef and Brew, Mongolian Cook Out, or Family in the Country, or Fiesta Nights.

The Depot's newspaper, The Desert Star described the new food programs as providing a "definite, positive impact on the depot community."

"Sales have increased 'three-fold' since the beginning of the program," commented **SFC Donald Davis**, club manager. Management has also implemented a new system of internal controls, and food and beverage accountability.

Management was assisted in installing the new programs and controls by an assistance team from the Club and Community Activities Management Directorate. **LTC**



CCAMD technical assistance expert Reggie Sequirant prepares sandwiches at Tooele's revamped lunch program.

Irard Jacobs, team chief believes that the new programs and management's positive attitude should "turn the club around" from downward trend in member participation and profitability.

Management has hired ten new employees to assist in boosting the member services that will soon include doubling entertainment, and a

new bingo program.

"The customers look at me and say, 'it's a new club,' " said Davis. "What an improvement! I'm seeing people in here who haven't been in here in months."

Rockerhaven reopens

HANAU, WEST GERMANY—The Rockerhaven Enlisted Club located at Pioneer Kaserne here re-opened Aug. 18 with a ribbon-cutting, door prizes, vendor promotions and disco. The club was decorated by enlisted soldiers and their wives.

Club manager **David Moyer** said the improvements included new furniture and a new patio with outside lamps. Top quality food, beverage and entertainment are first on Moyer's priority list. He has installed a wide screen TV and has ordered new furniture for the club's ballroom and cocktail lounge.

"Anyone can run a beer hall," asserted Moyer, "but it is difficult to operate a first class establishment. I plan to offer only the best."

The biggest??

HANAU, WEST GERMANY—The Skyline Community Club bingo program is fast becoming the largest bingo program among Army clubs in Germany with \$15,000 in prizes including a new Mercury Linx Rallysport.



Members enjoy benefits of management and CCAMD effort.

Sole searching turns up prize winning chef

by Kevin Toolan

TOBYHANNA ARMY DEPOT, PA—Saying David Langkammer enjoys cooking is like saying Da Vinci could paint a little.

"Cooking is my way of life, I just love to cook," exclaims the red-haired chef at Tobyhanna (Pa.) Army Depot's NCO Club.

Dave's enthusiasm is matched by his talent, which he recently exhibited at a regional cooking contest. His entry of Filet of Sole du Chef took first prize in the main dish/casserole category. He received a broiler oven for his winning entry.

Being a chef was Dave's first goal in life. He is a graduate of the prestigious Culinary Institute of America. The Hyde Park, N.Y., school is generally regarded as one of the finest cooking schools in the country.

Dave also was the first male to take home economics in his Toledo, Ohio, high school and the first student to earn an A grade from the class's finicky instructor.

Despite this lengthy and stringent formal training, Dave is not a 'measuring cup' cook. "I don't follow recipes. I might use them as a base, but I add to them as I see fit. It's easier to do than to explain," he says, laughingly.

Dave worked in several Pocono Mountain restaurants before joining the NCO Club staff 18 months ago. He, his wife, Rosemary, and their three children live in Tobyhanna, within walking distance of the club.

Wild, Wild

West (Germany)

FRANKFURT, WEST GERMANY—Germans are proud of their culture and heritage but inside, share a deep fascination with the American West.

More and more country and western lounges and clubs can be found throughout the German countryside, particularly in the metropolitan areas nowadays.

Like the Nashville Rodeo Saloon, a popular German cowboy getaway that features bands Jonny Reb and the Rebels and an "electric-bull" accompanied by an insurance disclaimer.



Regional cooking contest winner David Langkammer, head chef at Tobyhanna Army Depot's NCO Club, savors one of his homemade soups in the club kitchen.

Dave is proud of the quality of the club's menu. "All of our soups are homemade and we're starting to bake our own cakes and rolls. The club system is great to work for, the people here are terrific," he says.

Dave would, one day, like to own a restaurant. And while French cuisine is his favorite, he admits to

ordering Italian when he goes out to dinner. "I just love food. I love eating it and cooking it."

And what does Dave do when he's not cooking? "I like to read—cookbooks," he declares, only half-joking.

Dave's winning recipe:

Filet of Sole du Chef

Temperature—325

6 6-ounce pieces of sole

½ lb. butter or margarine, melted

1 medium onion sliced into 6 thin slices

1 medium tomato sliced into 6 slices

1 medium green pepper sliced into 6 slices

1 lemon, juice squeezed into butter

½ cup of white wine

salt and pepper

Roll each filet of sole. Place in glass baking dish. Lightly salt and pepper. Add wine, pouring over fish. Add butter or margarine. Arrange on top of each filet in following order: sliced tomato, pepper rings, onion. Bake at 325 for 20 minutes, or until done. Arrange on plate and garnish with lemon wedge.

Toolan is a staff writer for the Tobyhanna Army Depot Public Affairs Office.

Ambitious quality of life program



12-lane bowling center



ABERDEEN PROVING GROUND, MD—About \$10 million has been obligated in Fiscal Year 1981 for quality of life programs and facilities at Aberdeen Proving Ground.

The programs include new equipment for morale support activities, family housing, new and renovated clubs, and repair and maintenance of numerous other Proving Ground buildings.

LTC Robert L. Biskup, APG's Director of Personnel and Community Activities, stated his goal "to make APG an enjoyable, livable place for our soldiers, their families and the civilian workforce."

Quality of life programs fall into two general classes: living conditions, and duty environment.

Living condition programs include financial, health care, housing, education, (social) services, and community life activities.

Duty environment programs include improvement of working facilities, establishment and maintenance of work (job) requirements, skill training, updating and modernization of equipment, personnel utilization, and the organizational climate.

"The basic goal of all this is to promote and to develop personal and group dedication to the army and its job," he said.

The Army's quality of life program is dedicated to the idea that its primary resource—the soldier—must have a lifestyle which will help increase his personal readiness and job satisfaction. If a soldier knows he or she and their family are taken care of, it is easier to concentrate on mission.

Though the Army has a tradition of taking care of its own, that tradition has been undermined in recent years because of severe budget cuts.

The Army, its soldiers, and civilian employees, have had to make do with less-than-desired equipment, housing and facilities for more than a decade. According to most Army leaders, that trend seems to be changing.

The Adjutant General is one of the prime players at Department of the Army in the fight for quality of life dollars. Through his Quality of Life Office, TAG identifies Army needs and participates at various committees and meetings to obtain funds for quality of life programs. TAG is also in charge of community life functions, including the MWR area, where aggressive action is being taken in delivery of programs and facilities to soldiers and their families.



CURUNDU, PANAMA—\$269,000 was spent equipping a bowling center that opened here in March. The building itself was constructed in 1974. Equipment was financed

mostly through a grant from the Army Morale Support Fund. The project was completed using The Adjutant General's turnkey construction method.

US won't require alcoholic beverage ingredient listing

WASHINGTON—Alcoholic beverage producers will not be required to list ingredients on their labels because costs of the program would outweigh benefits to consumers, according to the Treasury Department.

The rules would have required producers to list ingredients and provide an

address for consumers to write for information.

The Treasury said this move and other possible deregulation of the alcoholic beverage industry were in support of President Reagan's order to reduce government regulation of business.

Consumer groups said they plan to sue to block the decision.

\$197K rec center facelift

AUGSBURG, WEST GERMANY—The Reese Recreation Center here has opened its doors once again after a \$197,000 remodeling.

Genevieve Larche, supervisor of the recreation centers, claimed it is the nicest center in USAREUR.

Actual renovation began in December 1979 after Department of the Army approved two projects, \$84,000 for the renovation of the center and \$41,460 for kitchen upgrading.

The center's roof is being redone with \$71,000 in appropriated funds. Officials said 1,500 soldiers and their families visit the center each month.

Moore is top supervisor

ANNISTON ARMY DEPOT, AL—George Moore, Installation Club Manager here, has been named Supervisor of the Quarter for the Directorate for Administration and Services.

During his three years at the depot, Moore has worked tirelessly to expand services to club members and improve the club, according to the award citation.

ARMY HOST

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The Army Host is published by the photo offset method for Army clubs, hotels, other hospitality-related morale, welfare and recreational activities with food, beverage and other resale activities (except AAFES). This newsletter is not an official publication of Department of the Army and editorial views expressed are not necessarily those of Department of the Army. An authorized publication, it accepts no paid advertising.

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